DEPARTMENT OF COMMUNITY SERVICES

ANNUAL ACCOUNTABILITY REPORT
FISCAL YEAR 2006-2007

Building strong, healthy communities together

NOVA SCOTIA
Community Services

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1.0 ACCOUNTABILITY STATEMENT

The accountability report of the Department of Community Services for the year ended March 31, 2007, is prepared pursuant to the *Finance Act* and government policies and guidelines. These authorities require the reporting of outcomes against Community Services' business plan information for the fiscal year 2006-2007. The reporting of Community Services' outcomes necessarily includes estimates, judgements, and opinions by the department's management.

We acknowledge that this accountability report is the responsibility of the management of the Department of Community Services and, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the department's business plan for the year.

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Judy Streatch
Minister, Department of Community Services

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Judith F. Ferguson
Deputy Minister, Department of Community Services

2.0 MESSAGE FROM THE MINISTER

I am pleased to present the Department of Community Services' Accountability Report for the 2006-2007 fiscal year. The annual Accountability Report provides a summary of the department's accomplishments in fulfilling its 2006-2007 Business Plan commitments and the results achieved in meeting its performance targets.

A number of significant initiatives were initiated or completed over the last year, consistent with the department's ongoing commitment to provide a sustainable social service system that promotes the independence, self reliance, and security of the people we serve. The report outlines the department's progress to date, and is a valuable tool in the department's efforts to provide the best service possible.

Sincerely,

Judy Streatch
Minister, Department of Community Services

3.0 INTRODUCTION

The Annual Accountability Report for the Department of Community Services reports on the progress achieved by the department towards the goals, priorities, performance measures and financial targets established in the 2006-2007 Business Plan. The 2006-2007 Business Plan is available on Community Services' website at http://www.gov.ns.ca/coms/publications.html.

In establishing its priorities, the department was guided by its mission statement, strategic goals, and outcomes:

MISSION

The Department of Community Services is committed to a sustainable social service system that promotes the independence, self-reliance, and security of the people we serve.

This will be achieved through excellence in service delivery, leadership, and collaboration with our partners.

STRATEGIC OUTCOMES

- Self-reliant people, strong families, and inclusive communities
- Strong, responsive, and sustainable social support system
- Integrated, quality service delivery system
- Strong provider relationships and collaboration
- Leadership and the continuous pursuit of excellence
- Skilled, flexible workforce

3.1 REPORT STRUCTURE

This report is organized into three main sections. The first section outlines the department's progress and accomplishments against the priorities identified in the 2006-2007 Business Plan together with additional accomplishments that were not identified in the plan. The next section provides a summary of the financial results for fiscal year and the final section provides details regarding performance measures and the results achieved.

4.0 PRIORITIES AND ACCOMPLISHMENTS

On a day-to-day basis the department delivers a wide range of social programs and services to Nova Scotians in need. These programs and services contribute to better futures for our youth, our families and their children, persons with disabilities, and communities throughout Nova Scotia.

Section 4.0 describes the progress and accomplishments of the department against the priorities identified in the 2006-2007 Business Plan.

4.1 EMPLOYMENT SUPPORT AND INCOME ASSISTANCE (ESIA)

The ESIA Program provides financial assistance and other supports to persons in need helping them move towards employment, independence and self-sufficiency. Below is a summary of the progress and accomplishments of the department in meeting the 2006-2007 ESIA business plan priorities.

INCREASED INCOME SUPPORT FOR HOUSEHOLDS IN NEED

In October 2006, the department increased monthly basic personal and shelter allowances to help people with the cost of meeting their basic needs. Monthly personal allowances increased by $10, from $190 to $200. Shelter rates increased by $15 a month for single persons, and by $20 a month for families. This represents an additional annual investment of approximately $2.8 million for a total annual investment of $211.2 million.

INCREASED THE DENTAL FEES PAID ON BEHALF OF INCOME ASSISTANCE CLIENTS

The department provides emergency dental coverage to eligible clients and their dependents. In October 2006, the department increased the approved dental fee schedule by 6%. This brought the rates more in line with the cost of services. This change meant a reduction in the cost for clients and improved access to emergency dental work.

IMPLEMENTED A LOW INCOME PHARMACARE FOR CHILDREN

Implemented on October 1, 2006, the Low Income Pharmacare for Children Program provides thousands of low-income working families with help with the cost of prescription medications for their children. Families must be in receipt of the Nova Scotia Chid Benefit and have a household income below $20,921. More than 8,500 families representing 15,000 children are eligible to receive pharmacare benefits.

Implemented an Income Tax Refund Incentive Program

Also in October 2006, the department amended the ESIA regulations to allow clients with income tax refunds to retain 30% of the amount as an additional work incentive. The previous regulations considered 100% of income tax refunds chargeable income and a client's entitlement was reduced by the total amount of the refund.

Strengthened Internal Controls & Case Management Functions

In 2006-2007, the department implemented several of the Auditor General's recommendations including the development and implementation of a user-friendly online Income Assistance policy and procedure manual, standards, and website navigational tools for staff and clients; the revision of ESIA policies and procedures and the creation of new policies and procedures where required; and staff training initiatives.

4.2 Housing

Housing is a basic need, fundamental to personal well-being, and the base upon which to build healthy and sustainable communities. Housing Services provides safe affordable housing to people across the province and uses its existing buildings, and its technical and financial resources to support communities.

In the 2006-2007 Business Plan, the department committed to accelerating the implementation the Affordable Housing Program - Phase II. Progress on this major multi-year initiative for the period of April 1, 2006 to March 31, 2007 is summarized as follows.

Accelerated the Implementation of Affordable Housing Agreement - Phase II

Funding under Phase II of the Affordable Housing Agreement began in 2006-2007. Under the Agreement, the Province has approximately $18.9 million to invest in affordable housing by 2010. In 2006-2007, the department took the following action to accelerate the commitment of these funds, providing low income Nova Scotians with access to more affordable homes.

- In November 2006, the department issued a request for proposals inviting not-for-profit organizations and private developers to submit proposals to create new affordable rental housing for individuals, families, seniors and persons with disabilities.

- The department accelerated the release of the Home Preservation Program funds. Under this program, approximately $1.6 million was committed in 2006-2007 to preserve thirty-five existing affordable housing units in need of major repair.

- The Affordable Student Housing Pilot Program was expanded to include fifteen additional rent supplement units. Funds are now available to help up to thirty low-income, lone parent students attending university full time with the cost of their rent.

Created New Affordable Housing

As of March 31, 2006, the department committed all of the $37.26 million available under Phase I of the Affordable Housing Agreement. In 2006-2007, new affordable rental projects funded under Phase I were completed in Halifax, Truro, New Minas, Liverpool, Chester, Enfield, Arichat and St. Andrews while construction was underway on projects in Kentville, Wolfville, Bridgewater, Dartmouth, North Sydney and Truro.

4.3 Family and Community Supports

Family and Community Supports focuses on the provision of safe and nurturing environments for children to enable them to develop to their full potential. A broad range of community-based, prevention-oriented supports for both children and families are provided. The planned initiatives for 2006-2007, described below, focused on two key outcomes:

- stable quality child care
- stable placement for children in care.

Early Learning and Child Care (ELCC)

In May 2006, Nova Scotia's 10 year Early Learning and Child Care Plan was announced. The plan, worth more than $130 million, will create approximately 1,000 licensed child care spaces and 550 portable subsidy spaces, open up home-based day care and increase opportunities for infant care and children with special needs. Progress on this major multi-year initiative for the period of April 1, 2006 to March 31, 2007 is summarized as follows:

- In September 2006, the department created an additional 150 new subsidized portable child care spaces. The total number of new subsidized spaces is more than 3,000, of which, 760 are portable. These additional spaces, make quality child care more affordable for families who need it the most, providing more flexibility to seek employment or training.

- An additional 250 fixed subsidized spaces were converted to portable subsidized spaces. This conversion means more families are able to access child care subsidy and choose child care that best suits their individual circumstances.

- Four separate grant programs and their application processes were consolidated into one- the Child Care Operating Grant. Over $5 million in funding was available to licensed commercial and non-profit full day child care centres. For the first time, commercial child care centres were eligible for this funding.

- $1 million in repair and renovation funding was provided to thirty licensed non-profit and commercial child care centres for energy upgrades and improved accessibility for children with special needs.

RECOMMENDATIONS OF THE CHILD WELFARE STEERING COMMITTEE

Over the past number of years, the department has been working on a child welfare redesign initiative to create a single integrated service system, which is more accessible and responsive to children and families across the province. Over the course of 2006-2007, the department made considerable progress in the redesign and strengthening of child welfare services, as demonstrated below:

- In September 2006, three child welfare agencies, Halifax, Lunenburg and Shelburne, were integrated into the Department of Community Services. The integration allows staff to more effectively pool resources to continue to provide a high level of service to children and families, as well as consider new programming options. The integration will also provide a more consistent approach in working with children and families.

- In November 2006, the department launched a new Provincial Emergency Duty Service, providing toll-free telephone access making it easier to report suspected child abuse and neglect. Through a centralized system, Supervisors and Social Workers receive and process calls, and when necessary, dispatch local child welfare staff when an immediate local response is required. The new program makes it easier for callers to reach a trained professional after-hours, on weekends, or holidays, improving the report and response time for suspected cases of child abuse and neglect.

- The department is finalizing a new model for placement services. This new model, when implemented, will ensure a full range of residential services is available to meet each child's unique needs.

- A number of family support initiatives were implemented throughout the year including:
  - A "Community Matters" volunteer brochure was developed and distributed to Family Resource Centres.
  - Additional parenting resources, "Nobody's Perfect", "Feelings", and "Get Set for Life-Welcome to Parenting" kits were distributed.

- On June 1, 2006, the department sponsored a "Building on Assets" workshop as part of the Boys and Girls Clubs - 2006 National Conference.
- A Parent Education Strategy that includes recommendations for individuals, groups, and community-based parent education programs has been drafted.

Improved Post Adoption Services

Post adoption support can help avoid a breakdown in adoptions and the likelihood of children being returned to provincial care. In 2006-2007, the department created and implemented a directory of existing services available to adoptive parents and a community based support group and mentors program.

Increased Support for Foster Parents

Foster parents provide alternate family homes for children and youth in temporary or permanent care. As the primary placement resource for Child Protection Services, Adoption, and the Children in Care Programs, foster parents help ensure children and youth live in safe, nurturing environments that promote their mental, physical, emotional and social development.
The health of these programs are dependent upon the department's ability to recruit new foster parents and to retain existing ones. In November 2006, the department increased the base rates for foster families by 5% and on February 1, 2007, increased the travel rates for foster parents.

Extended Support For Youth in Care to Continue to Attend University

The Educational Bursary Program is a school incentive program for children in permanent care and custody of the Minister. In 2006-2007, an extension of funding for youth 21 to 24 years of age was approved. Youth, who were formerly in permanent care and custody of the Minister and who are enrolled in post secondary education, are eligible to receive funds to cover the costs of tuition, books, and related costs, as well as food and lodging. With the benefit of a post-secondary education, risks such as unemployment or homelessness are reduced.

Strengthening Services for Youth At Risk

With the acceptance of Justice Nunn's report, services for youth at risk are being viewed in a broader spectrum of a coordinated service delivery model to support children, youth and families. In keeping with the Nunn Commission, the department, has developed a Family and Youth Services section and the Child and Youth Strategy Division.

The work of addressing the needs of youth at risk is being undertaken by the coordinated efforts of five government departments under the umbrella of the Child and Youth Social Policy framework. Several initiatives aimed at prevention, early intervention and services to at risk youth will be announced as part of the roll-out of the Child and Youth Strategy.

Family Violence Initiatives

In 2006-2007, Community Services, working with the Departments of Health and Justice, developed a framework to strengthen government's response to family violence and spousal/intimate partner violence. Priorities for action were identified in the areas of prevention, intervention and protection. Some of the initiatives implemented in 2006-2007 include:

- A new training program to help women's centres throughout Nova Scotia improve support services for sexual assault survivors and their families was funded. $50,000 was provided to Avalon Sexual Assault Centre to deliver specialized training for the eight women's centres in the province.

- Approximately $6 million was provided to women's centres, transition houses, and other community organizations that provide support, assistance and education to families dealing with sexual abuse or violence.

4.4 Services for Persons with Disabilities

The Services for Persons with Disabilities program provides services for children and adults with intellectual disabilities, long term mental illness, a physical disability or some combination of the three. The goal is to provide a range of programs that support people at various stages of their development and independence. In 2006-2007, the department committed to several program improvements through the Services for Persons with Disabilities Renewal Project.

Services for Persons with Disabilities Renewal Project

The department has made progressive strides in providing a more responsive, accessible, and sustainable system of supports for Nova Scotians with disabilities. In 2006-2007:

- The Alternative Family Support Program was implemented province-wide with ongoing enhancement and development throughout the year.

- Worked on the development of a new assessment tool. The new tool assesses the needs of individuals to ensure clients receive the appropriate level of support. Implementation of the new tool will be completed by September 2008.

- Two major program reviews were completed:
  - the Adult Service Centre Review included the review of 40 centres
  - the Residential Review examined the needs of persons with disabilities in each region, current residential options, and any service gaps and necessary adjustments that may be required.

Based on the result of the reviews, the department is preparing a Services for Persons with Disabilities Framework to guide program changes over the next three years.

- A report with recommendations for developing a funding methodology was completed. The goal is to assist service providers in clearly understanding and defining their funding requirements within specific parameters outlined by the department. Implementation of the funding strategy is scheduled for 2008-2009.

- To prepare for the new *Protection of Persons in Care Act*, scheduled to be proclaimed in the Fall 2007, new policies, standards, and training programs for staff were developed.

- Clients of the Department of Health's In-Home Support program were assessed to determine the appropriate level of supports and services. Based on these assessments, approximately 300 clients were transferred from the Department of Health to Community Services.

Expansion of the Independent Living Support Program

In 2006-2007, the Independent Living Support Program was expanded through Eastern and Northern Regions. This program helps people living with intellectual disabilities and long-term mental illness maintain their independence while ensuring they have enough support to met their daily needs. The program provides up to 21 hours of weekly support, including help maintaining health and wellness, household chores, and accessing services in the community. The program will be available province-wide in the January 2008.

4.5 Corporate Support

Corporate Support Services are delivered through Policy and Information Management, Program and Operations Support, Communications, Finance and Administration and the Human Resources Divisions. To improve the effectiveness and efficiency of the department's programs and services, several corporate initiatives were undertaken by these divisions in 2006-2007.

Improvements to the Department's Licensing Function

In 2006-2007, the department examined its licensing system to determine ways to efficiently and effectively execute the licensing functions as they apply to the *Day Care Act*, *Children and Family Services Act* and the *Homes for Special Care Act*. An analysis of the current situation was completed and a solution defined. A framework for a complete licensing solution was documented in the "Review of Licensing Services Report" and included a series of recommendations for change. The department is moving forward with the implementation of these recommendations.

Client Service Improvement

The department is committed to the quality client service delivery. In fulfilling its business plan commitments a number of client services initiatives were completed in 2006-2007:

- The department continued to focus on the measurement of client satisfaction, utilizing Employment Support and Income Assistance Client Satisfaction Survey results to assist in setting service and program standards. The department developed a detailed action plan and implementation strategy focusing on three key areas: telephone service; access to information (internet site); and client waiting areas. The action plan includes the development and/or reaffirmation of related service standards.

- The first phase of a pilot project with the Ombudsman's Office was successfully completed from September 1st to March 31, 2007. The pilot tested the timeliness, appropriateness and consistency of the department's response to individual client concerns.

- A review of the department's toll free service, implemented in 2005, was completed. Several improvements are planned for the upcoming fiscal year.

French Language Services

Community Services has made significant progress in the amount of French language services provided by the department. Below is a description of the department's progress in 2006-2007:

- Over 20 staff completed French language training at the Université Sainte-Anne. Additional key positions and services continue to be identified to effectively respond to public inquiries in both official languages.

- A provincial list of health care providers providing bilingual services and therapy to individuals involved with family violence prevention programs was created.

- The department is improving access to French language material on the department's website.

- Support to French language child care programs and services included:
  - financial support provided to *Le Centre provincial des resources préscolaires*, a resource centre for Acadian early childhood educators
  - Child Care Expansion grants were awarded to two Acadian child care centres - *La Pre-Maternelle de Clare and La Garderie le Petit Voilier*
  - a Francophone Early Intervention Program in Yarmouth, with cost sharing from the Office of Acadian Affairs

- a feasibility study for a "hub model" service delivery system by the Acadian Early Learning and Child Care Steering Committee, with cost sharing from the Office of Acadian Affairs
- support for French language translation services at the National Early Learning and Childhood Conference.

Implementation of the Integrated Case Management Solution

In January 2007, the department completed Release 3.0 of the Integrated Case Management (ICM) project. Release 3.0 included the implementation of a modern case management and financial management tool to support the Employment Support and Income Assistance program and basic case management needs of the Services for Persons with Disabilities program. Release 3.0 was accompanied by significant staff training. Planning for future releases has begun.

4.6 Human Resource Strategy

The department is committed to creating a supportive work environment in which employees have opportunities to develop their full potential and to use their experience, knowledge, and skills in a way that allows them to make a positive contribution to the department's pursuit of excellence.

The Government of Nova Scotia Corporate Human Resource Plan establishes specific goals and objectives to guide the development of the public sector workforce. In 2006-2007, Community Services worked on the following priorities in its effort to advance the goals and objectives of this plan.

Succession Planning

With an aging workforce, the department is placing an increasing emphasis on staff retention and recruitment strategies, career planning, training, and development planning. A Succession Management Plan has been developed to address the challenge of sustaining a knowledgeable and competent workforce. In partnership with the Public Service Commission, Phase I of the succession management project was completed. Planning for Phase II of this multi-year project is underway.

Affirmative Action

The department is committed to providing a workplace that is free of discrimination and promotes equality of opportunity for all persons accessing employment opportunities. Building on the department's Affirmative Action Plan, measures were created to track the department's progress in creating a respectful and diverse working environment. These measures will be used

to establish a baseline and set targets to pursue.

Employee Survey

As follow-up to the 2004 and 2005 Employee Surveys conducted by the Public Service Commission, the department completed a series of focus group sessions with staff. These sessions provided the department with valuable information regarding the perceptions and concerns of its employees. In 2007-2008, the results of the focus group sessions will be communicated to staff and the actioning of specific recommendations to address employees concerns will begin.

Occupational Health & Safety

The department values the health and safety of employees. Our objective is to ensure all workplaces are in compliance with the *Occupational Health and Safety Act* and regulations and that every reasonable precaution is taken to provide a healthy and safe workplace.

In 2006-2007, emphasis was placed on "near miss" reporting. Education sessions were held with all employees to raise awareness of ways to reduce the occurrence of injuries. In addition, a Healthy Workplace Committee was created, lunch and learn programs were delivered, and information on health promotion and infection control was provided to staff.

5.0 Other Accomplishments

The following initiatives are some additional accomplishments that were not identified in the 2006-2007 Business Plan.

Support for Families with Back-to-School Costs

In August 2006, families in receipt of income assistance received $50 for each five to twelve-year-old child and $100 for each child 13 years of age and older attending public school. This money helped alleviate some of the financial pressure associated with back to school costs. Approximately 5,740 students benefitted from the funding.

Provided Additional Funding for Senior Citizens assistance Program

The Senior Citizens Assistance Program provides funding for moderate to low income applicants over the age of 65 who want to remain in their own homes, but are not able to afford necessary repairs such as roofing, plumbing and heating. As part of a collaborative initiative, an additional $1 million in funding was provided by the Department of Health, enabling the department to invest a total of $3.65 million in home repairs through this program.

Enhanced Access-A-Home Program For The Disabled

The *Housing Act* regulations were amended to enhance the Access-A-Home program. Enhancements included: increasing income limits so moderate income households could access the program, increasing the amount of assistance per household, and expanding the eligibility to individuals likely to require a wheelchair in the near future. Funded home adaptations include such things as adding a wheelchair ramp, widening doorways and making bathrooms wheelchair accessible.

Shelter for Women and Children

Through the Shelter Enhancement Program, the department provided a forgivable loan of approximately $175,000 to Third Place to purchase land and build a ten bed shelter in Truro for women and children who are victims of family violence.

New Residential Support Program

Working with the Metro Community Housing Association and the Department of Health, a new five-bed residential care facility in Dartmouth was opened. This facility is designed to help clients leaving the East Coast Forensic Hospital make a safe, successful transition back into the community. Community Services provided start-up and operating funding for the facility for the first year, at a cost of $675,000.

Conversion of Cobequid Medical Centre

Community Services developed a program to provide support and services for high complex needs clients with disabilities. The program is expected to be up and running in the spring 2008 and will be located in the former Cobequid Multi-Service Centre in Lower Sackville. The program will accommodate about twenty-four residents who require a high level of support.

Launch of the Adult Wheelchair Recycling Program

Working with the Abilities Foundation of Nova Scotia, an Adult Wheelchair Recycling Program was launched in the Spring 2006. Community Services invested $1 million to enable adults with disabilities lead more active and independent lives through the provision of wheelchairs to Nova Scotians with disabilities. In 2006-2007, thirty-five applications for wheelchairs were approved. This program mirrors the children's wheel chair program launched in March 2005.

Creation of a Central Registry

In 2006-2007, a central registry to manage Head Office paper records was created. This new Central Registry supports the work of Head Office staff and provides consistent and expedient

access to departmental records. User manuals, with specific processes and procedures, were developed and training sessions on how to use the central registry were delivered.

6.0 FISCAL RESULTS

The department's budget estimate for the fiscal year 2006-2007 was $748.1 million. Under expenditures in two of the four major program areas allowed for a significant increased investment in Housing Services and Services for Persons with Disabilities while still realizing a $6.4 million overall favourable variance.

Department of Community Services
Estimated & Actual Expenditures
For the Year Ending March 31, 2007

Operational Area	Estimate 2006-2007 ($thousands)	Actual 2006-2007 ($thousands)	Variance	Notes
Senior Management	1,092	1,182	(90)	
Corporate Service Unit	14,546	14,154	392	
Policy and Information Management	2,473	2,434	39	
Program and Operations Support	7,869	5,970	1,899	
Field Offices	8,418	8,271	147	
Services for Persons with Disabilities	186,667	195,420	(8,753)	1
Family and Community Supports	153,844	147,458	6,386	2
Housing Services	25,460	37,038	(11,578)	3
Income Assistance & Employment Support	347,754	329,743	18,011	4
All Divisions (DCS)	$748,123	$741,670	$6,453	
Salaries and Benefits	$66,264	$76,823	$(10,559)	
Funded Staff (FTE's)	1,144	1,159	(15)	

Notes to the Estimated & Actual Expenditures
For the Year Ending March 31, 2007

1. Over spent by $3.0 million in Community Based Programs for increased costs in Community Based

Options, additional placements of Direct Family Support for Children clients, and emergency placements; and $5.7 million in Long Term Care and Rehabilitation Workshops relating to one-time strategic funding initiatives approved to fund various necessary capital improvements to service provider facilities throughout the province.

2. Favourable variance of $1.6 million in Maintenance of Children, reflecting sound management practices, increased revenues as a result of the new Federal Universal Child Care Benefit (UCCB) for Wards of the Province under six years of age and savings in our Secure Care Facility due to staff turnover. Favourable variance of almost $4.2 million in Early Childhood Development spending (offset by corresponding reductions in federal revenue) reflects the need to build the foundation with the sector before fully implementing our new Child Care Plan. These funds have been deferred and will be available in 2007/08 for continued program enhancement; and net savings realized from the absorption of three Family and Children's Services Agencies and staff vacancies.

3. Over spent due to a decrease in Government of Canada recoveries, increased Public Housing capital related expenditures, increased funding for low income repair programs (SCAP and PHERP), and adjustments to the recoverable from the Deferred Federal Contribution account.

4. Favourable variance of $15 million in Income Assistance reflecting a declining case load; favourable variance $.9 million in NS Child Benefit payments; and a further favourable of $.7 million reflecting a slower than anticipated uptake in the new Low Income Pharmacare for Children program. These results are attributable to strong economic and labour market performance, and increased household incomes. In addition staff turnover contributed to salary savings.

7.0 PERFORMANCE MEASURES

This section provides detailed information on the outcomes and measures of each of the department's four core business areas:

- Employment Support and Income Assistance
- Housing
- Family and Community Supports
- Services for Persons with Disabilities

Please note, that some measures have been replaced or refined in an effort to better reflect the desired outcomes of the department's services and programs. Changes are noted at the end of the document.

7.1 EMPLOYMENT SUPPORT AND INCOME ASSISTANCE (ESIA)

The focus of Employment Support and Income Assistance (ESIA) is to provide assistance for individuals and families in their efforts to become self-sufficient. Several interrelated performance measures are used to help track progress toward this outcome.

Two of the measures - average monthly ESIA caseload; and the percentage of ESIA cases with wage income - provide an overview of self-sufficiency and have been grouped and discussed in part A below.

Three additional measures provide an indication of the success of the Employment Support Services in addressing the employment-related needs of clients - the percentage of Income Assistance clients participating in Employment Support Services (ESS); percentage of income assistance recipients participating in ESS with wage income; and the percentage of youth (16-24) receiving income assistance assisted to enhance their employability. These measures are discussed in part B.

Part C outlines the strategies the department is implementing to achieve the Employment Support and Income Assistance targets.

A: SELF-SUFFICIENCY

Performance Measure: **Average Monthly ESIA Caseload**

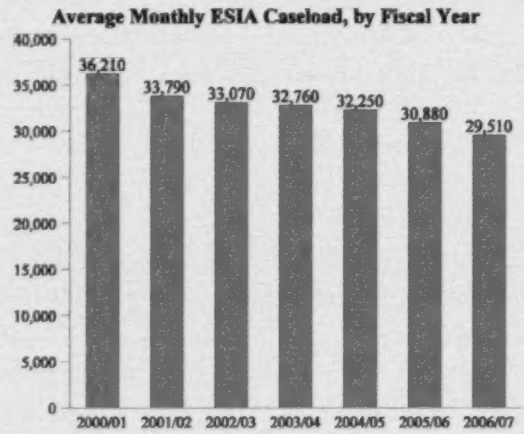
What does this measure tell us?

This measure represents the number of low income Nova Scotia households dependent, in whole or in part, on income assistance to meet their basic needs. It is an average of the number of households per month in receipt of income assistance.

Where are we now?

In 2006-2007, the average monthly caseload was 29,510[1]. As depicted in the accompanying chart, the average monthly caseload has been trending steadily downward, falling from 36,210 cases in 2000-2001 to 29,510 in 2006-2007, a reduction of 19 percent.

During the most recent fiscal year (2006-2007), the average monthly caseload fell from 30,880 to 29,510, a decline of 4 percent. This performance is well beyond the target, a caseload of 32,760.



Continued growth in the economy has contributed to the caseload reduction over the past several years. In addition, programs like the Transitional Pharmacare Program, the Nova Scotia Child

[1]Based on 10 months of data.

Benefit Program, the Low Income Pharmacare Program for Children, together with continued investment in affordable accessible child care have enabled people to make a successful transition into the labour force.

Where do we want to be in the future?

A new measure was introduced in the 2007-2008 Business Plan - the average monthly beneficiaries as a percentage of the Nova Scotia population. This new measures is in the context of Nova Scotia's population and enables the department to compare its performance against other provinces. The department is striving to decrease the number of low income households dependent, in whole or in part, on income assistance to meet their basic needs.

Performance Measure: **Percentage of ESIA Cases with Wage Income**

Attachment to the labour force on a full or part-time basis reduces reliance on income assistance and moves people closer to independence. Participation in the labour market provides people with earnings opportunities and greater income security.

What does this measure tell us?

This measure provides an indication of the employment activity of all cases in receipt of income assistance. Using the monthly average for the year, the measure shows the percentage of income assistance recipients with wage income. An increase in the proportion of cases with wage income indicates a reduced dependency on income assistance.

Where are we now?

In 2006-2007, an average of 2,980 cases, or 10.1 percent of the average monthly income assistance caseload of 29,510, reported a wage income. This is down slightly from the 2005-2006 figure (10.5%), but needs to be taken in the context of the year's overall caseload reduction of 1,370 and the increasing challenges faced by clients remaining on the caseload. Many of these cases have education and training barriers and/or health and disability issues that either limit job opportunities, or prevent people from holding full-time employment. It is more challenging for these individuals to move into the work force, which is reflected in the percentage of recipients earning wage income.

Income Assistance Cases with Wage Income			
2003-2004 (Base Year)	**2004-2005**	**2005-2006**	**2006-2007**
10.4%	9.7%	10.5%	10.1%

Where do we want to be in the future?

The department will continue to focus on reducing people's dependence on income assistance through labour market participation.

B: ADDRESSING EMPLOYMENT RELATED NEEDS

Performance Measure: **Percentage of Income Assistance Recipients Participating in Employment Support Services**

Many income assistance recipients are involved in programs to enhance their skills and personal potential. Individuals may enroll in a variety of programs including literacy and upgrading programs, as well as, specialized courses assisting people to acquire job specific skills. Participation in training and employment activities gives people an opportunity to become more self-sufficient.

What does this measure tell us?

This measure indicates the percentage of income assistance recipients participating in Employment Support Services. Participation in Employment Support Services helps individuals retain and build on the education and skills required to become, and remain, self-reliant. Education and job related skills are significant barriers to employment for our clients.

Where are we now?

In 2006-2007, 25 percent of income assistance recipients received services, at some point during the year, from Employment Support Services. The department achieved its 2006-2007 target - 25 percent participation rate.

Where do we want to be in the future?

The department will continue to focus on enhancing the skills and personal potential of income assistance recipients through the completion of accurate employability assessments and by referring clients to appropriate employment support programs. In 2007-2008, the department will strive to achieve an Employment Support Services participation rate of 27 percent.

Employment Support Services Participants		
2005-2006 (Base Year)	2006-2007	2007-2008 Target
25%	25%	27%

Performance Measure: **Percentage of Income Assistance Recipients Participating in Employment Support Services with Wage Income**

Employment Support Services helps eligible people on income assistance to become more self-sufficient. Involvement in employment activities such as volunteer or part-time work or career planning not only reduces reliance on income assistance but also enables individuals and families to achieve a greater degree of self-reliance and independence.

What does this measure tell us?

This measure indicates the percentage of income assistance recipients participating in Employment Support Services who have wage income. Included in this calculation are individuals who are still receiving social assistance at a reduced amount because their wages earned are not sufficient to completely exit the program.

Where are we now?

Many income assistance recipients, through Employment Support Services, are involved in programs that will enhance their skills and personal potential. Individuals are enrolled in a variety of programs including literacy and upgrading programs and specialized courses for job specific skills.

In 2006-2007, 30 percent of these clients involved in employment support services had wage income. This is down slightly from the 2005-2006 figure of 31 percent, but needs to be considered in the context that the Employment Support Services caseload is comprised of individuals that are displaying anywhere from 6 - 12 barriers to employment. These barriers may include literacy issues, changing family circumstances, disabilities and/or educational/training gaps. Overcoming such barriers means additional time and support is required to help these individuals make the transition into the labour force.

Employment Support Services Participants with Wage Income		
2005-2006 (Base Year)	2006-2007	2007-2008 Target
31%	30%	32%

Where do we want to be in the future?

The 2007-2008 target for recipients involved in Employment Support Services who have wage income is 32 percent. This target takes into account the multiple barriers that need to be addressed to help these individuals make the transition into the labour force.

Performance Measure: **Percentage of Youth (16-24) Receiving Income Assistance Assisted to Enhance Employability**

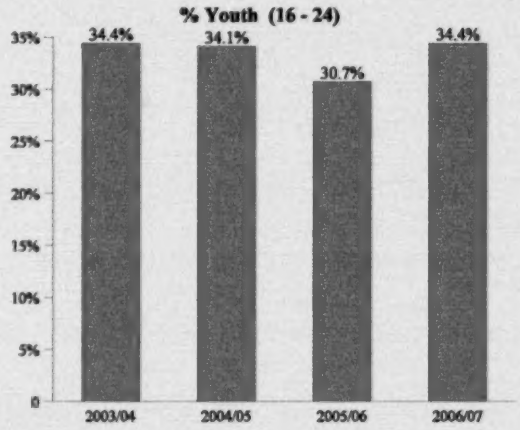
People who establish dependency patterns early in life often have greater difficulty establishing long-term self-sufficiency. The department is striving to ensure that youth in financial need have opportunities to transition to employment and self-reliance.

What does this measure tell us?

This measure indicates the percentage of income assistance recipients, age 16 to 24, participating in Employment Support Services. Participation in Employment Support Services helps individuals retain and build on the education and skills required to become and remain self-reliant.

Where are we now?

In 2006-2007, there were approximately 5,000 income assistance recipients between the ages of 16 to 24. Of these 34.4% participated in Employment Support Services which is consistent with the target of maintaining the percentage at or above the 2003-2004 base-year level (34.4%). As depicted in the accompanying chart, this percentage has been fairly consistent over the past four years with the exception of 2005-2006.



Where do we want to be in the future?

The department would like to increase the percentage of youth participating in Employment Support Services. The 2007-2008 target is a participation rate of 36.4 percent.

C: EMPLOYMENT SUPPORT AND INCOME ASSISTANCE STRATEGIES

Continued growth in Nova Scotia's economy and resulting job opportunities will be key to achieving these results. Specific strategies implemented by the department that enable clients to prepare for, enter and remain in the labour market include:

- continued support through employment-related supports such as child care and transportation, designed to assist clients enter the labour force
- prescription drug coverage (Pharmacare) for recipients leaving income assistance for work for up to one-year to reduce this barrier to employment

- the Nova Scotia Child Benefit which ensures low income families have stable child benefits
- subsidized child care
- One Journey Work and Learn Programs providing opportunities for skills development and direct employment by responding to industry skills shortages
- Educate to Work Program supporting individuals attending the Nova Scotia Community College
- continued partnership with Work Activity programs, providing opportunities for clients to gain skills through these programs
- Targeted Wage Subsidy programs, with job development services and employment readiness programs.

7.2 HOUSING

The key result desired is to ensure that more households in Nova Scotia have access to safe, appropriate, affordable and sustainable housing.

Performance Measure: **Affordable Housing Agreement Funds Committed**

Funding under Phase II of the Affordable Housing Agreement began in 2006-2007. Under the Agreement, the Province has approximately $18.9 million to invest in affordable housing by 2010.

What does the measure tell us?

Providing affordable housing options to low and moderate income Nova Scotians is essential for their well-being and that of their families, and for the development of sustainable communities. This measure indicates how much of the Canada-Nova Scotia Affordable Housing Program Agreement funds have been committed to creating or preserving affordable housing units in Nova Scotia.

Where are we now?

In 2006-2007, the department committed $1.6 million of the Phase II Affordable Housing Agreement funds. With these funds 35 houses in need of major repair were assisted under the Home Preservation program.

In November 2006, the department issued a request for proposals inviting not-for-profit organizations and private developers to submit proposals to create new affordable rental housing for individuals, families, seniors and persons with disabilities. In 2007-2008, the department will commit the funds to the successful proponents for their new rental housing projects.

Where do we want to be in the future?

Forty percent ($7.56 million) of the Phase II funds will be committed by March 2008 and go towards the creation and preservation of 80 units. This will be accomplished through the November 2006 request for proposals and the release of a second request for proposals in 2007-2008 for new affordable rental housing.

Phase II funding, $18.9 million, will be fully committed by March 2009 and approximately 200 affordable housing units will be created or preserved through partnerships with community-based organizations, municipalities and the private sector.

Performance Measure: Health of the Cooperative Housing Portfolio

Cooperative housing organizations in Nova Scotia provide approximately 1,740 self-contained dwelling units. The department uses a Cooperative Ranking Model to assess and monitor the health of the Cooperative Housing Portfolio. The Ranking Model provides an overview of the Cooperative Housing Portfolio as an ongoing monitoring tool, to assist in the management of cooperative housing.

What does the measure tell us?

Cooperatives are ranked as a Level I , II or III based on an annual assessment of their financial, democratic, and physical condition. Level I is considered the healthiest and Level III is considered a project "in difficulty". This measure indicates the health of the cooperative housing portfolio by measuring the percentage of cooperative housing organizations who achieve a ranking of Level I or a High Level II.

Where are we now?

There are 79 subsidized cooperatives in the Cooperative Housing Portfolio. In 2006-2007, 62 percent of the cooperatives were deemed to be healthy and do not pose a risk. This is slightly lower than the previous year's result of 63 percent. However, there was some improvement as demonstrated in the accompanying table, the percentage of projects "in difficulty" has declined from 24 percent to 20 percent. Although a target was not established for 2006-2007, the department is working to improve the overall health of the cooperative portfolio.

Cooperative Ranking	2005/06 (Base Year)	2006/07
Level I	35%	31%
High Level II	28%	31%
Low Level II	13%	18%
Level III	24%	20%

Where do we want to be in the future?

In 2007-2008, the department will be exploring early intervention practices such as an inspection process to identify and address issues before they effect the health of a cooperative. In the future, the department will continue to work on increasing the percentage of cooperatives that achieve a Level I or a High Level II (considered healthy). The target for 2007-2008 is for 68 percent of the cooperatives to be deemed healthy.

7.3 Family and Community Supports

Family and Community Supports focuses on the provision of safe and nurturing environments for children to enable them to develop to their full potential. The presence and opportunity for appropriate experiences in the early years in the home, the care environment, and the neighbourhood can promote optimum development in all areas - learning, language, social, emotional, behavioural, and physical. A broad range of community-based, prevention-oriented supports for both children and families is available.

Performance Measure: **Number of Children in Care Placed for Adoption**

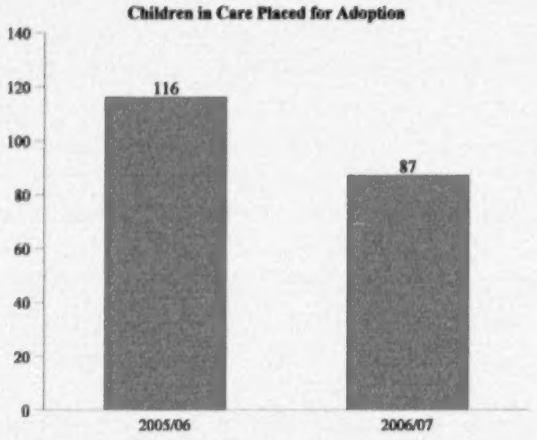
Research has shown that a secure stable family environment is an important factor in healthy child development. Where a child is in permanent care and custody and legally free for adoption, it is in the child's best interest to be placed for adoption as quickly as possible.

What does this measure tell us?

This measure reports on the number of children in care placed for agency adoption. The number includes adoptions that have not yet been finalized.

Where are we now?

Data over the past two years shows a 25 percent decline in the number of agency adoptions. In 2006-2007, 87 children in care were placed for adoption. In the previous year (base year) there were 116 children placed for adoption. To ensure the best possible matches are made for children, the department focused on the completion of home studies (234 completed) in order to increase the number of potential adoptive families. Although, the number of children placed for adoption declined the success rate should improve.



Where do we want to be in the future?

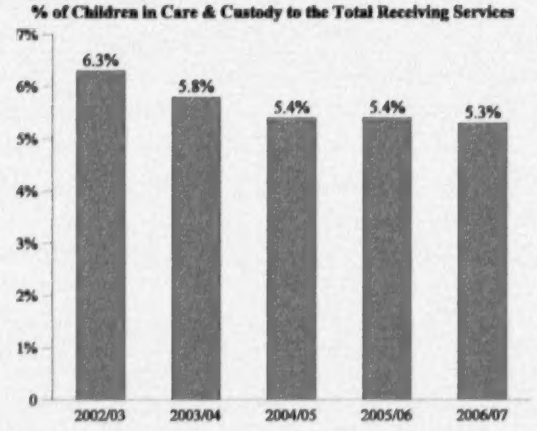
In 2007-2008, the focus will be on increasing the number of children in care placed for adoption. Through planned program efficiencies, the number of families who are assessed and approved for adoption, as well as, the department's capacity to work with a greater number of children in preparing them for adoption will increase. The 2007-2008 target is to place 128 children in care for adoption.

Performance Measure: **Percentage of Children that Come into Care and Custody of the Total Number Receiving Protection Services**

Child Protection Services are brought into a situation when a child is identified as being at risk of abuse or neglect. Children may be placed in care of the Minister on a temporary or permanent basis.

What does this measure tell us?

This measure is an indicator of the effectiveness of Child Protection Service interventions. It reflects the department's focus on respecting a child's need to feel the security of family and community relationships, and recognition of the importance of building family strengths to improve the ability of families to care for their children.



Where are we now?

Over the past two years, the percentage of children coming into care and custody of the total number of children receiving protection services has been trending steadily downward. In 2006-2007, more than 23,800 children received protection services, approximately 5.3 percent of these children were taken into care and custody. 2006-2007 performance surpassed the target, achieving results below the 2002-2003 base year of 6.3 percent.

Where do we want to be in the future?

The goal is to increase the ability of parents to more confidently meet their children's needs, reducing the number of children coming into care and custody of the Minister. In 2007-2008, the department is developing a comprehensive youth strategy that will include early intervention, family counseling and support to youth at risk.

Performance Measure: **Number of Foster Parent Training Programs and the Number of Participants**

What does this measure tell us?

This measures reports on the number of foster parent in-service training programs delivered and the number of foster parent participants.

Where are we now?

In 2006-2007, the department delivered 138 foster parent in-service training programs with 1,221 foster parent participants. As depicted in the accompanying chart, both the number of training programs and the number of participants is lower than the previous two years.

Where do we want to be in the future?

The department's goal is to provide foster parents with accessible training within established budget parameters. The target is to maintain the level of training, at or above, the base year (2004-2005) level of 153 training programs with 1,383 foster parent participants.

Performance Measure: **Number of Spaces in Full-Time Licensed Care Centres**

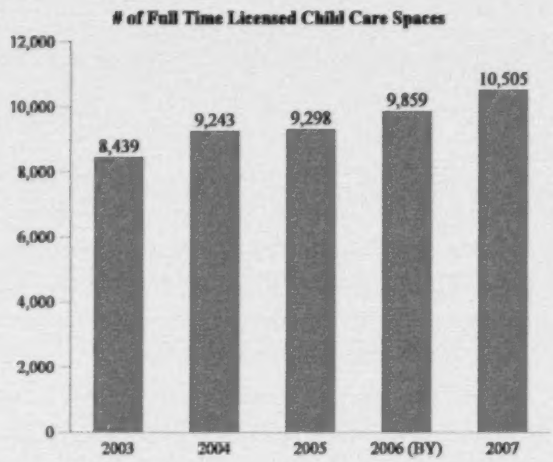
Access to child care is an important resource for working parents of young children and those parents who are pursuing training or employment.

What does this measure tell us?

The number of spaces in full-time licensed child care centres is a measure of the department's ability to meet the early childhood development needs of children. Quality child care offers an ongoing opportunity for children's learning while providing safe and reliable care that promotes socialization, health, and a child's well-being.

Where are we now?

In April 2007, there were 10,505 spaces in full-time licensed child care centres. This surpasses the target of 10,110 licensed child care spaces by April 2007. As depicted in the accompanying chart, the number of spaces in full-time licensed child care centres has been trending steadily upward, a 24 percent increase in the number of spaces over the past five years. This translates to 2,066 more spaces compared to five years ago



Where do we want to be in the future?

Through Nova Scotia's Early Learning and Child Care Plan, the department will continue to invest funding in the expansion of licensed child care spaces, as well as, family-home child care spaces. Considering the department is much further ahead in the number of full-time licensed child care spaces than originally projected, new targets will be developed for April 2008.

Performance Measure: **Monthly Utilization Rate of Portable Subsidized Child Care Spaces**

Access to affordable licensed child care offers an ongoing opportunity for children's learning while providing safe and reliable care that promotes socialization, health and a child's well-being. Availability of affordable child care is a critical resource to low income families who wish to remain in the labour force, seek employment or access training.

What does this measure tell us?

There are two types of subsidized spaces; fixed spaces allocated to full day non-profit licensed centres and portable spaces that belong to a child and are not fixed to a child care centre. This measure represents the average monthly utilization of portable subsidized child care spaces.

Where are we now?

In 2006-2007, more than 250 unused fixed subsidized spaces were converted to portable subsidized spaces. The conversion of unused fixed to portable means a significant number of more families are able to access a child care subsidy and allows them to choose child care that best suits their individual circumstances. The new total of subsidized spaces is now more than 3,000, of which, 760 are portable. As demonstrated in the table below, the 2006-2007 monthly utilization rate of 93.71 percent represents an increase of approximately 3 percentage points over the base year rate of 90.84 percent. This means that more families in need are accessing quality child care.

Utilization Rate of Portable Subsidized Child Care Spaces		
2005-2006 (Base Year)	**2006-2007**	**2007-2008 Target**
90.84%	93.71%	95%

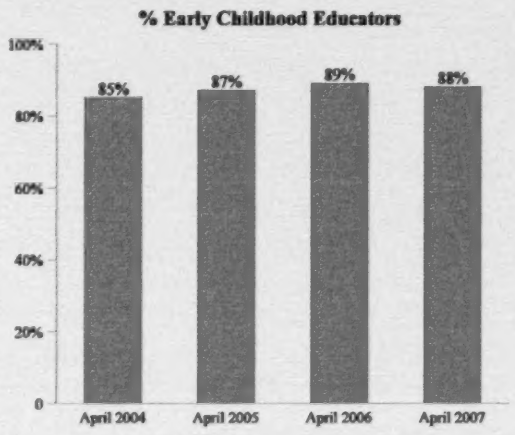
Where do we want to be in the future?

The target for 2007-2008 is a 95 percent utilization rate. The development of a wait list management protocol and process along with enhancements to the subsidy application process, will help families access portable subsidy spaces and improve the utilization rate.

Performance Measure: **Percentage of Trained Early Childhood Educators**

What does this measure tell us?

The percentage of early childhood educators in licensed full day child care centres is a measure of the quality of child care.



Where are we now?

In April 2007, 88 percent of the staff in licensed full day child care centres were trained early childhood educators. This surpasses the target of 85 percent or higher. Since April 2004, the percentage of early childhood educators has been trending steadily upwards, from 970 full time equivalents (FTEs) to 1,090 FTEs in April 2007, an increase of 12 percent. To help child care centres recruit and

retain trained early childhood education staff, the department issued Child Care Operating Grants to licensed full day child care centres. Sixty percent of this funding is dedicated to staff wages.

Where do we want to be in the future?

The target is to maintain the percentage of early childhood educators in licensed full day child care centres at or above 85 percent. In 2007-2008, the department will be supporting training opportunities in early childhood education including the implementation of an online diplomas program. Work will also continue on the development of a workforce strategy for early childhood educators.

Performance Measure: **Number of Children with Special Needs Supported in Licensed Child Care Programs**

The department supports children with special needs in achieving their full potential. Early intervention and support, within the context of licensed child care, is an enabler in assisting children with disabilities to achieve their full potential.

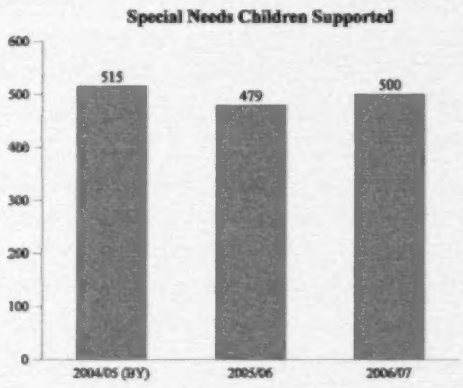
What does this measure tell us?

The term "child with special needs" can refer to a child with an identified or diagnosed delay in development by six months or more, in two or more areas of development, and/or children who are "at risk" for developmental delay.

Number of children with special needs supported in licensed child care centres is a measure of the inclusiveness of the licensed child care sector.

Where are we now?

The department provides funding to licensed child care centres to support fostering the skills and competencies of young children with special needs. In 2006-2007, the department provided funding to 133 licensed child care centres. This funding was used to build program capability to include children with special needs. As a result, 500 children with special needs were supported in licensed child care programs. This represents a 4 percent increase compared to the previous year but falls slightly short of the target of 515 special needs children.



Where do we want to be in the future?

In 2007-2008, the department would like to see more special needs children supported in licensed child care programs. To achieve this target, the department is prepared to fund approximately 145 centres provided they meet the Supported Child Care Program requirements.

Work has begun on developing a revised funding formula for Supported Child Care as part of the Early Learning and Child Care Plan. When completed, the department will be working with sector stakeholders to raise awareness of the short and long term benefits to all children and communities in providing inclusive child care programs.

7.4 SERVICES FOR PERSONS WITH DISABILITIES

Access to a range of residential supports is key to positive outcomes for clients of the Services for Persons with Disabilities (SPD) Program. The needs of children and adults with disabilities vary; likewise the services needed to support people with disabilities to be independent, safe, and healthy in their communities ranges from minimal to intensive. Across the province, the SPD program provides residential and/or vocational programs for approximately 4,500 clients. Over the course of the past year, the department has undertaken a number of initiatives to enhance the range of residential supports and to make these supports more accessible. The desired outcome is to provide opportunities for people with disabilities to live healthy, safe and independent lives.

Performance Measure: **Number of Adult Clients with Disabilities Receiving Support Services who Remain at Home with their Families**

The funding offered through the Direct Family Support (DFS) program enables families to support family members with a disability at home, preventing the need for an out-of-home placement.

What does this measure tell us?

This measure, the number of adult clients receiving direct family support funding, demonstrates progress towards improving the continuum of residential support options available to adults with disabilities.

Where are we now?

In 2006-2007, Direct Family Support was made available to clients throughout the province. By March 31, 2007 there were 550 clients,19 years of age and older, supported to remain at home with their families. This represents an increase of 21 percent compared to the previous year (2005-2006). The target, to expand the program by approximately 100 clients, was achieved.

Direct Family Support Clients		
2005-2006 (Base Year)	2006-2007	2007-2008 Target
453	550	600

Where do we want to be in the future?

The department would like to see an increase in the number of clients in the Direct Family Support program. Continued growth in this program would mean the department is addressing a gap in the overall continuum of services for persons with disabilities. In 2007-2008, the department will be promoting the Direct Family Support program in communities throughout Nova Scotia.

Performance Measure: **Number of Clients Placed in Alternative Family Support Homes**

In April 2006, the department implemented the Alternative Family Support program. This program supports families who welcome a person with a disability into their homes. The program enables individuals to remain closer to their communities and live in a family like setting.

What does this measure tell us?

The number of clients in Alternative Family Support homes demonstrates progress towards improving the continuum of residential support options available to adults with disabilities.

Where are we now?

In 2006-2007, the Alternative Family Support Program was implemented province-wide with ongoing enhancement and development throughout the year. As of March 31, 2007, 23 clients with disabilities were provided care through Alternative Family Support homes.

Where do we want to be in the future?

Over the next few years, the department would like to have steady growth in the number of clients accessing the Alternative Family Support program. In 2007-2008, the department is striving to increase the number of clients supported by 65 percent. To achieve this target, the department is developing and implementing communication, recruitment and training strategies.

Alternative Family Support Clients	
2006-2007 (Base Year)	2007-2008 Target
23	38

Performance Measure: **Number of Independent Support Clients**

The Independent Living Support program provides a minimal level of support, up to 21 hours a week, to adults with disabilities. Individuals are able to achieve and maintain the highest level of independence possible by enabling them to live independently in their communities and by promoting community participation.

What does this measure tell us?

The number of Independent Living support clients is another measure of the department's ability to provide a continuum of residential support options for adults with disabilities.

Where are we now?

Implementation of the Independent Living Support program began in January 2006 and included Eastern and Northern regions only. As of March 31, 2007, there are 25 adults with disabilities in the program.

Where do we want to be in the future?

The Independent Living Support program will be rolled out province-wide in 2007-2008. For the first time, adults with disabilities in Western and Central regions will be able to get the required support they need to live independently within their communities. The 2007-2008 target is to increase the number of Independent Living Support clients to 90.

Independent Living Support Clients	
2006-2007 (Base Year)	2007-2008 Target
25	90

7.5 HUMAN RESOURCES

The following two measures are used to track the department's ability to create a supportive work environment in which employees have opportunities to develop to their full potential

Performance Measure: **Percentage of Employees who Indicate they have Access to Training Opportunities**

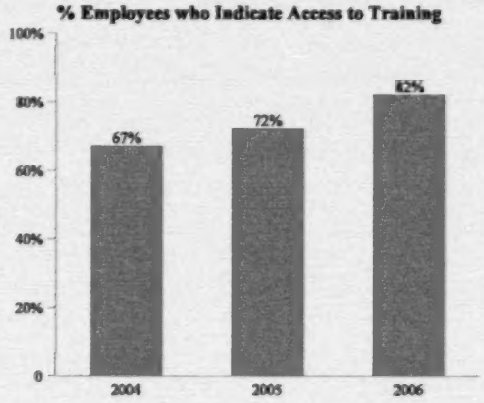
The continuous growth and development of Community Services' staff is required to ensure the department achieves organizational success now and in the future.

What does this measure tell us?

In the annual employee survey, respondents are asked if they have access to training opportunities. The number of "somewhat agree" and "strongly agree" responses are combined to determine the percentage of Community Services' employees who indicate they have access to training opportunities.

Where are we now?

Results of the 2006 survey, indicate that 82 percent of Community Services staff who responded to the survey have access to training opportunities. As depicted in the accompanying chart, the percentage has been trending steadily upward, from 67% in 2004 (base year) to 82% in 2006.



LearnNet, a user-friendly learning management system that registers, tracks, manages and reports on all aspects of learning and training offered either through the department or the Public Service Commission, became fully operational in 2006-2007. With this system, employees can browse training catalogues and register for courses online.

Where do we want to be in the future?

Considering the department is much further ahead in the percentage of employees who indicate they have access to training opportunities than originally targeted (75%), a new target will be developed for 2007.

Performance Measure: **Percentage of Management who Participate in Annual Performance Reviews**

Performance management is a strategic leadership tool for organizational effectiveness. It helps ensure that efforts are focused on the goals and priorities of the department. Performance management is also a tool for developing competent leadership now and in the future.

What does this measure tell us?

Percentage of management staff who participate in annual performance reviews.

Where are we now?

In 2005-2006, 71 percent of management staff completed an annual performance review. This is 15 percentage points lower than the previous year - 86 percent.

Where do we want to be in the future?

The department is striving to achieve a participation rate of 100% by making annual performance reviews for management employees a mandatory practice.

Changes to Performance Measures

Measures that were considered no longer valid and, therefore, removed include:

1. Income assistance as a percentage of total household income

2. Percentage of the public housing budget allocated to the maintenance and capital improvement of the province's public housing budget

3. Rate of children in permanent care and custody (per 1,000 children 20 years of age and older)

4. Percentage of staff who indicate that they work for an effective organization; in other words, the department regularly achieves the goals set out in the Business Plan

5. Client Satisfaction - baseline to be developed

6. Percentage of employees who indicate that senior management will try to resolve the issues raised by employees in the annual employees survey

7. Percentage of employees who indicate that they get the training and related support they need to support their continuous learning

Measures that have been improved to better reflect the desired outcomes of the department's services and programs include:

8. The measure, the percentage of income assistance recipients involved in employment support services who have secured full or part-time employment has been changed to the percentage with wage income.

9. The percentage of income assistance recipients participating in employment support services replaces the measure the percentage of income assistance recipients, who upon employability assessment, are supported to attend an educational program.

10. The measure the number of children in permanent care and custody where adoption was finalized was changed to the number of children placed for adoption.

11. Information on the number of licensed child care centres in receipt of funding for children with special needs has been incorporated with the measure - number of children with special needs supported in licensed child care programs.

12. The number of adult clients with disabilities who remain at home with their families replaces the percentage of clients who remain at home.

13. The number of alternative family support clients replaces the number of alternative family support homes.

Other:

14. Because family-home day care is not being implemented until 2007-2008, the measure, the number of spaces in family home day care is not applicable for the 2006-2007 Accountability Report.